



December 22, 2014

## First Annual Report of NH Lean Network Executive Committee

To

### The New Hampshire Commissioners Group

During the spring of 2014, 23 New Hampshire agency heads signed the charter<sup>1</sup> for the New Hampshire Lean Network Executive Committee (LEC), signaling their tangible support of the LEC and its goals. The LEC is grateful for this support. This document is a short report of the LEC's accomplishments through calendar 2014. We anticipate that this will be the first of a series of annual reports.

#### To summarize:

**At least 19 agencies have completed at least 170 improvement projects<sup>2</sup>, over the period June 2009 – November 2014.**

**Awards were presented at UNH on December 5, 2014 to:**

- a) The Public Utilities Commission for best project by an agency new to Lean, for a project removing about 80% of the staff time to deliver sustainable energy rebates.** (Other submittals by Corrections and Agriculture)
- b) A DHHS/Safety team for best overall project, for a project lowering the time for criminal background checks for child-care workers to about one week.** (Two other submittals by DHHS/Public Health)
- c) The Department of Safety, for best embodying a continuous improvement culture. Our first agency-level award.** (Other submittals by Environmental Services and DHHS/Public Health)

The following lays out the goals the LEC set for itself for the year starting November 1, 2013, and progress toward each goal.

Goal	Progress
Develop a sustainable structure for the State Lean Network that will survive personnel and/or administration turnover. (to be completed 2014)	Goal partially met. The charter is the only 'formal' documentation of the LEC. The LEC has survived one administration change, and several personnel changes at the agency-member level (e.g., DRED, Liquor Comm.).
Increase agency engagement (each year)	Goal met for this year. Since the charter was signed, Corrections, Agriculture, UNH, and the Public Utilities Commission are some of the additions to the LEC. DHHS's Div. of Public Health Services has become a notable player.

<sup>1</sup> The signed charter can be found at <http://lean.nh.gov/Documents/State%20Lean%20Executive%20Committee%20Charter-Final%20Signed.pdf>

<sup>2</sup> Project lists and summaries can be found at <http://lean.nh.gov>

Facilitate at least one high-impact multi-agency process improvement. (to be completed 2014)	Goal met. The LEC considers the new structure allowing on-line training using “Moodle” software to be this accomplishment; two separate Lean projects developed policy and technology standards for agencies to use. There are several other multi-agency projects among the 170 noted.
Deliver a third Lean Summit (to be completed 2014)	Goal met. The Dec. 5, 2014 Third Annual Lean Awards Forum took place mainly as a result of the support of UNH’s Project Management Office and the energy of BET staff. Awards were given as noted above.
Continuously promote Lean Process Improvement (ongoing)	Goal met, in that new agencies become engaged, projects continue to be done. The change from a single project award to three separate awards and the inclusion of an <i>Agency</i> award is notable.
Develop performance measures for the LEC and the larger State Lean Network. (ongoing)	Goal partially met. Limited so far to overall project total and no. of agencies involved. Quantification of time and/or money saved remains a challenge. Quantification is done on a project-specific basis, usually in terms of staff-time saved, or in quicker delivery of services. Improved quality of services is measured via changes in complaints/accolades, or as (decreased) amount of re-work. The LEC recognizes morale improvements as very important, but probably unquantifiable.
Promote improvements beyond incremental gains of efficiency, or “innovations.” (ongoing)	Unclear. Some projects may be realistically viewed as delivering “innovation,” but the difference between that and “mere” efficiency gain is not obvious.
Assist the Bureau of Education and Training to develop enhanced training in Lean Process Improvement and Management. (ongoing)	Goal met. In 2014, BET significantly re-vamped and expanded its Lean training offerings, with LEC input.
Educate people throughout the state, and elsewhere, on the benefits of Lean Process Improvement. (ongoing)	Goal met. Information and/or training has been shared with: USEPA, the FBI, US Forest Service, The State of Vermont, The Province of New Brunswick, and others.



Other items of note:

- a) Several municipalities have participated: e.g., Concord and Durham.
- b) The non-profit agencies that HHS uses for service delivery have been notable participants.
- c) The LEC now participates in a national Community of Practice among a dozen or so states that are each doing Lean Process improvement on a state-wide basis. NH is the only such state that does not have a Governor's Executive Order or a central office with a line item in the budget to support continuing improvement efforts.
- d) The LEC has maintained communication with the Governor's Commission for Innovation, Efficiency and Transparency, and has provided input as requested.
- e) The LEC thanks the Governor's Office for producing the Proclamations that were given as awards on December 5.
- f) In addition to the work of BET, the LEC thanks the Department of Administrative Services for hosting the website <http://lean.nh.gov>, which is an essential central repository of information.

Most of the work referenced above has been done on an "other duties as assigned" basis. Very few staff (several at DHHS, one at DES) have process improvement as part of their job description – apart from BET, which has taken on the task of educating state staff on this topic and supporting their efforts, as central to its mission.

Looking forward, the LEC will begin a new strategic planning effort in January 2015. The overall goals and deliverables for the next year will be developed in that process. We suggest that you coordinate with your agency's own Lean Coordinator as you think necessary to stay in touch with, or provide input to, that process.

That said, we anticipate that there will be both project awards and an agency award again in 2015. We are also working with the Governor's Office to sort and prioritize the list of improvement ideas submitted by agencies to as part of the budgeting process and working toward accomplishing those ideas.

We look forward to continuing this effort. Thank you for your support. Please contact either your agency's Lean Coordinator, or Bob Minicucci at DES, 271-2941, [Robert.minicucci@desw.nh.gov](mailto:Robert.minicucci@desw.nh.gov), if you have questions or comments.

Respectfully Submitted,

Robert P. Minicucci II, PE  
Chair, State Lean Network Executive Committee  
CC: LEC, via email